WINTER
TRIMESTER 2008

LEARNING
REFERENCE

HUMAN RESOURCES DEPARTMENT

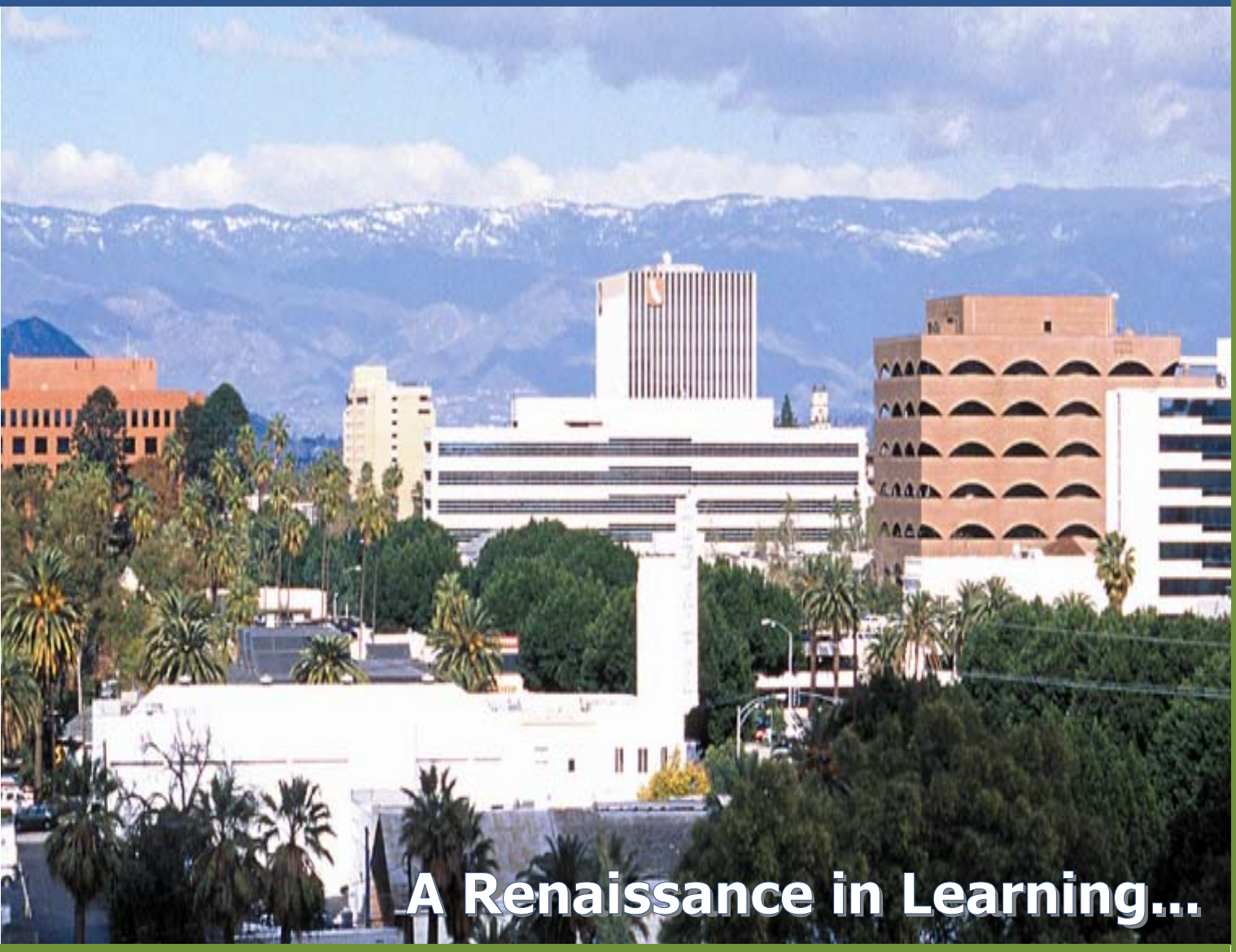
CITY OF RIVERSIDE

MULTIPLYING TALENT MOTIVATING EXCELLENCE MAXIMIZING POTENTIAL

M³P

HIGH PERFORMANCE LEARNING CENTER

EMPOWERING SUCCESS



MULTIPLYING TALENT MOTIVATING EXCELLENCE MAXIMIZING POTENTIAL

M³P

HIGH PERFORMANCE
LEARNING CENTER

EMPOWERING SUCCESS

www.riversideca.gov/human/m3p

Table of Contents

SOAR 3

SOAR Technology 5

SMART Level 2 7

Registration Information 9

Other Useful Information 10

Quick Reference Calendar 12

S · O · A · R

SUPPLEMENT, OPTIMIZE, ACQUIRE, AND RENEW
ESSENTIAL SKILLS

SOAR Certificate:
Basic - Intermediate Skills Development

Information

Eligible Participants
(1) Non-management employees.
(2) Management Level I employees.
(3) All other employees.
*Note: **Supervisor/Manager approval** is a **pre-requisite** for all participants.*

Requirements
- Complete all core courses specified for this certificate program: 8 'in class' courses.

Total Duration
- 32 hours in 4 months.
- Per month: 2 x 4 hour 'in class' course sessions.

Availability
- The full certificate program is offered once per trimester.

Core Courses

PROVIDING OUTSTANDING CUSTOMER SERVICE

Participants will learn:
- Twelve elements of outstanding service.
- Four personality styles and how to effectively relate to each type of person.
- Ways to double your listening capacity.
- How to deliver a negative response without saying "NO".
    - Month 1, Session 1
    - Duration: 4 hours

BUSINESS WRITING AND GRAMMAR REFRESHER

Participants will learn:
- Report formats that are easy to follow.
- Do's and Don'ts of e-mail communications.
- How to ensure writing is clear, concise, and correct.
    - Month 2, Session 2
    - Duration: 4 hours

THE CHALLENGE OF CHANGE

Participants will learn:
- How to face your fears, reservations, and negative feelings when change is inevitable.
- Three steps for making suggestions to help change really work.
- How to support your boss during change, versus being a 'hidden rebel'.
- Ways to become a sponsor for positive change.
    - Month 1, Session 2
    - Duration: 4 hours

EFFECTIVE COMMUNICATION SKILLS I

Participants will learn:
- Fifteen easy listening techniques that will build relationships and improve performance.
- To use the 'Ouch System' to resolve miscommunication.
- How to see from the other person's perspective.
- How to avoid common poor communication habits.
    - Month 2, Session 1
    - Duration: 4 hours

S · O · A · R

SUPPLEMENT, OPTIMIZE, ACQUIRE, AND RENEW ESSENTIAL SKILLS

7 HABITS OF HIGHLY EFFECTIVE PEOPLE® I

Participants will learn:

- How to improve your self-awareness.
- To improve effectiveness by practicing self-motivating strategies.
- The power of purposeful living.
    - Month 3, Session 1
    - Duration: 4 hours

7 HABITS OF HIGHLY EFFECTIVE PEOPLE® II

Participants will learn:

- How to develop solutions that benefit all parties.
- Why your advice is sometimes rejected.
- To find ways of implementing innovative ideas.
    - Month 3, Session 2
    - Duration: 4 hours

CRITICAL THINKING, ETHICS, AND VALUES FOR DECISION-MAKING

Participants will learn:

- How to make better decisions.
- What to do when feeling pressured by circumstances, people, or high expectations.
- How to assess situations more objectively.
    - Month 4, Session 1
    - Duration: 4 hours

PRACTICAL PROBLEM SOLVING

Participants will learn:

- A six-step creative problem solving process.
- Common pitfalls for problem solvers.
- How to identify and implement workable, 'never been thought of' solutions.
- How to gain management support.
    - Month 4, Session 2
    - Duration: 4 hours

S · O · A · R

SUPPLEMENT, OPTIMIZE, ACQUIRE, AND RENEW ESSENTIAL SKILLS

SOAR Technology Certificate: Technical Skills Development

Information

Eligible Participants

(1) All employees.

Note: ***Supervisor/Manager approval*** *is a* ***pre-requisite*** *for all participants.*

Requirements

- Complete *any 6* of the SOAR Technology courses, utilizing any combination of courses and levels offered. For example:
  - Word I, II, III and Excel® I, II, III.
  - Outlook® I and II, PowerPoint® I, II, III and Publisher.
- There is no assigned set of core courses specified for this particular certificate program.

Total Duration

- 42 hours (6 x 7 hour 'in class' course sessions) in 12 months.
- All course sessions are 7 hours in length.

Availability

- All SOAR Technology courses are offered at least once per year, and most are scheduled for multiple sessions throughout the year.

Courses

WORD I

- Provides the user with an introduction to Word and the necessary skills to create and edit documents, including:
  - Setup and page layout.
  - Enhance characters within a document.
  - Print a document.

WORD II

- Introduces new skills using Word, including:
  - Create and use templates, headers, footers, tables, merged documents, and forms.

WORD III

- Provides the competent Word user with skills to utilize advanced features, including:
  - Manage large documents.
  - Create tables of contents, figures, indexes, and macros.
  - Customize Word.

EXCEL® I

- Introduces beginner level users to basic capabilities of Excel, including:
  - Insert and edit rows and columns.
  - Copy and move cells.
  - Save, retrieve, and print spreadsheets.
  - Create effective formulas.

EXCEL® II

- Familiarizes users with database, charting, and other intermediate level features of Excel, including:
  - Create, sort, and query a database.
  - Customize the Excel work environment.
  - Create Excel macros.

Excel, Outlook, and PowerPoint are registered trademarks of Microsoft Corp.

S · O · A · R

SUPPLEMENT, OPTIMIZE, ACQUIRE, AND RENEW ESSENTIAL SKILLS

EXCEL® III

- Familiarizes users with advanced level charting, mapping, and other complex features of Excel, including:
  - Use map feature.
  - Manipulate figures with more advanced functions.
  - More complex Excel macros.

POWERPOINT® I

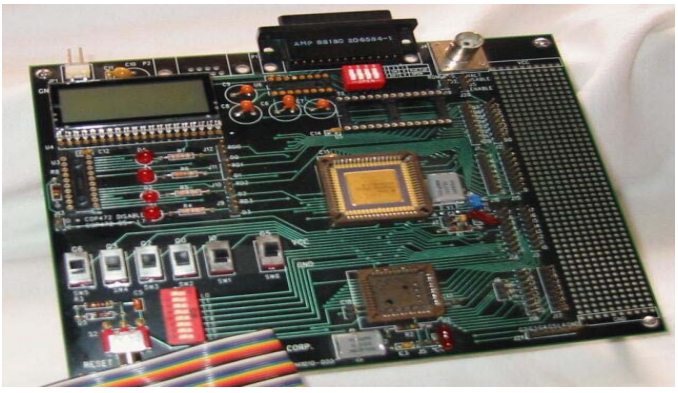
- Introduces users to the basic capabilities of PowerPoint, including:
  - Utilize the PowerPoint menu.
  - Create presentations.
  - Create charts.
  - Run a slide show.

POWERPOINT® II

- Introduces users to intermediate capabilities of PowerPoint, including:
  - Insert, delete, rearrange, move, import, and copy slides.
  - Add graphics.
  - Edit and format 'Slide Master'.
  - Custom design templates.

POWERPOINT® III

- Introduces users to advance capabilities of PowerPoint, including:
  - Create multimedia presentations.
  - Use equations.
  - Use advanced graphing features.
  - Deliver presentations in different media.



OUTLOOK® I

- Introduces users to the operations of Outlook, including:
  - Send and receive an e-mail.
  - Attach files.
  - Create, edit, and delete appointments.
  - Track tasks.
  - Create contacts.
  - Use 'Notes' and 'Journal'.

OUTLOOK® II

- Develops users' skills to perform more advanced functions of Outlook, including:
  - 'Calendar' and 'Tasks' techniques.
  - Process e-mails.
  - Track with 'Journal'.
  - Distribution lists.

PUBLISHER

- Provides the user with a basic understanding of Publisher, including:
  - Plan and design a flyer.
  - Work with the tool box.
  - Use page setup.
  - Create a graphic.
  - Understand and use Publisher menus.

Excel, Outlook, and PowerPoint are registered trademarks of Microsoft Corp. Access is a trademark of Microsoft Corp.

M³P

S · M · A · R · T

SUPERVISORS' AND MANAGERS' AREAS OF RESPONSIBILITY TRAINING

SMART Certificate Level 2:
Leadership Development for Middle-Managers

Information

Eligible Participants

(1) Management Level II employees with supervisory/staff management responsibilities.
(2) All employees who have completed SMART Certificate Level 1 (refer to page 11).
(3) Division Managers and above.

*Note: **Supervisor/Manager approval** is a pre-requisite for all participants.*

Requirements

- Complete all core courses specified for this certificate program: 8 'in class' courses.

Total Duration

- 32 hours in 4 months.
- Per month: 2 x 4 hour 'in class' course sessions.

Availability

- The full certificate program is offered once per trimester.
- Contingent on seating availability, all courses within this program may be accessed as 'independent' modules by **non-certificate participants** who otherwise satisfy the 'Eligible Participants' conditions for the entire program.
- Subject to demand and available resources, additional sessions of a particular course may be scheduled.
- For some courses with expected high participant rates, extra sessions have already been allocated during the year.

Core Courses

EFFECTIVE LEADERSHIP: LEADERSHIP STYLES, FUNCTIONS, AND SUCCESSFUL STRATEGIES

Participants will learn:

- How to self-assess your leadership skill set.
- The skills and knowledge needed to succeed and advance.
- To practice skills in reality-based simulations.
    - Month 1, Session 1
    - Duration: 4 hours

BUILDING AN EFFECTIVE TEAM

Participants will learn:

- How to accomplish results that only a team can achieve.
- How to keep team members involved and motivated.
- Ten ways to keep team discussions moving and on track in a meeting.
- Three proven ways to bring a wayward team member 'back into the fold'.
    - Month 2, Session 1
    - Duration: 4 hours

DECISION MAKING BEST PRACTICES

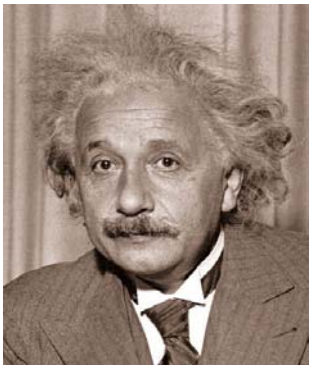
Participants will learn:

- Risk assessment.
- A six-step decision making process that enables you to organize and consider all available data.
- How to lead in a team-based decision.
    - Month 1, Session 2
    - Duration: 4 hours

EFFECTIVE COACHING AND MENTORING

Participants will learn:

- Three principles to apply in every coaching discussion.
- Critical elements that influence behavioral change.
- The power of positive reinforcement.
- How to handle others' emotions and anger.
    - Month 2, Session 2
    - Duration: 4 hours



S · M · A · R · T

SUPERVISORS' AND MANAGERS' AREAS OF RESPONSIBILITY TRAINING

PERFORMANCE EVALUATION

Participants will learn:

- The process for evaluating employee performance.
- Appropriate documentation procedures.
- To conduct an effective performance evaluation meeting.
- Common discrimination tendencies.
    - Month 3, Session 1
    - Duration: 4 hours

EMPLOYEE RELATIONS

Participants will learn:

- The fundamentals of progressive discipline and relevant considerations for determining levels of discipline.
- The Skelly process.
- The City's disciplinary policy and process.
- Documentation and file building for employee discipline.
- Guidelines for preparing disciplinary memos.
- Conducting a disciplinary interview.
- Grievance procedures and employment termination policies.
    - Month 3, Session 2
    - Duration: 4 hours

INTERVIEWING, RECRUITMENT, AND SELECTION

Participants will learn:

- How to ensure a fair and equitable selection process is conducted for all candidates.
- Legal implications of interviewing and selection.
- How to prepare for and conduct interview panels.
- The City's pre-employment procedures and hiring process.
    - Month 4, Session 1
    - Duration: 4 hours

NEGOTIATING FOR RESULTS

Participants will learn:

- How to establish long-term relationships versus one shot deals.
- The skills of a good negotiator.
- What to do when a person goes over your head.
    - Month 4, Session 2
    - Duration: 4 hours

'Stand Alone' SMART Course Available*

TRAIN THE TRAINER

Participants will learn:

- The basics of adult learning theory.
- The fundamentals of interactive course development and lesson planning.
- Key techniques for dynamic content delivery including:
    - Using ice-breakers and brainstorming sessions.
    - Checking for understanding.
- How to create a non-threatening class environment that will yield effective knowledge transfer and behavioral changes.

** Not within SMART Certificate programs; offered at least once per year; open to employees who otherwise satisfy the 'Eligible Participants' conditions for either SMART Certificate program.*

M³P

Registration Information for Certificate Programs

1. To **register** for a **certificate program**, please fill out the applicable registration form enclosed or available at www.riversideca.gov/human/m3p. Please ensure that you fully satisfy the 'Eligible Participants' conditions relevant to your chosen program, including Supervisor/Manager approval, and if required, your Department Head's nomination.

2. **Send** your completed registration form to the M³P High Performance Learning Center, Human Resources Department, 3780 Market St., Riverside 92501, or via Fax: 951-826-2552. Forms must be received at least *10 business days* prior to the commencement of the trimester for which you are registering. However, subject to availability, late registration may be possible.

3. If your registration is accepted, you will be **automatically enrolled** into ALL course sessions necessary for your chosen certificate program and scheduled in the trimester for which you are registering. Prior to submitting your completed registration form, please ensure your *likely* availability to attend ALL required sessions.

4. For **schedule details**, please refer to page 12 for a quick reference calendar or www.riversideca.gov/human/m3p for a comprehensive, up-to-date online calendar.

5. If you are **unable to attend** any particular session, it is *your responsibility* to contact the M³P High Performance Learning Center (Ph: 951-826-5269 or E-mail: m3p@riversideca.gov), at least *5 business days* prior to that session, to make alternative arrangements. Failure to do so may incur a *cancellation fee* of $50 charged to your Department. However, exceptional circumstances will be given due consideration.

6. In the event of **over-enrollment** for an entire certificate program, the additional participants (as determined by the order in which registration forms are received by M³P High Performance Learning Center), will be placed on a waiting list for the next scheduled offering of that complete program. Generally, this will be in the subsequent trimester. However, based on the demand for particular programs as well as on available resources, multiple sessions may be offered in the same trimester for all courses within that program. Please check the online calendar at www.riversideca.gov/human/m3p regularly for any updates.

7. You will usually be advised of your **enrollment status** at least *5 business days* prior to the commencement of the trimester for which you are registering.

Special Notes

Note 1: Re: **SHIELD Certificate** – if you have already completed *New Employee Orientation* (NEO), you are eligible for an exemption from this course. If you wish to request this exemption, please check the designated box on your registration form.

Note 2: **SOAR Technology** – to register, please use the 'Registration form for SOAR Technology participants'.

Note 3: Re: **SMART Certificate Level 1 and PACE Certificates** – upon enrollment in any of these certificate programs, all necessary details for accessing the relevant SPEC modules will be forwarded to you via e-mail.

Other Useful Information

Training Venues

For the 2008 Winter Trimester:

- All SOAR Technology course sessions will be held in the Human Resources Department's Computer Training Room.
- All other 'in class' course sessions and SPEC Interactive sessions will be facilitated in the Human Resources Department's Large Conference Room.
- SPEC Modules should be completed as assigned, during office hours, at your workstation or at any other suitably convenient location.

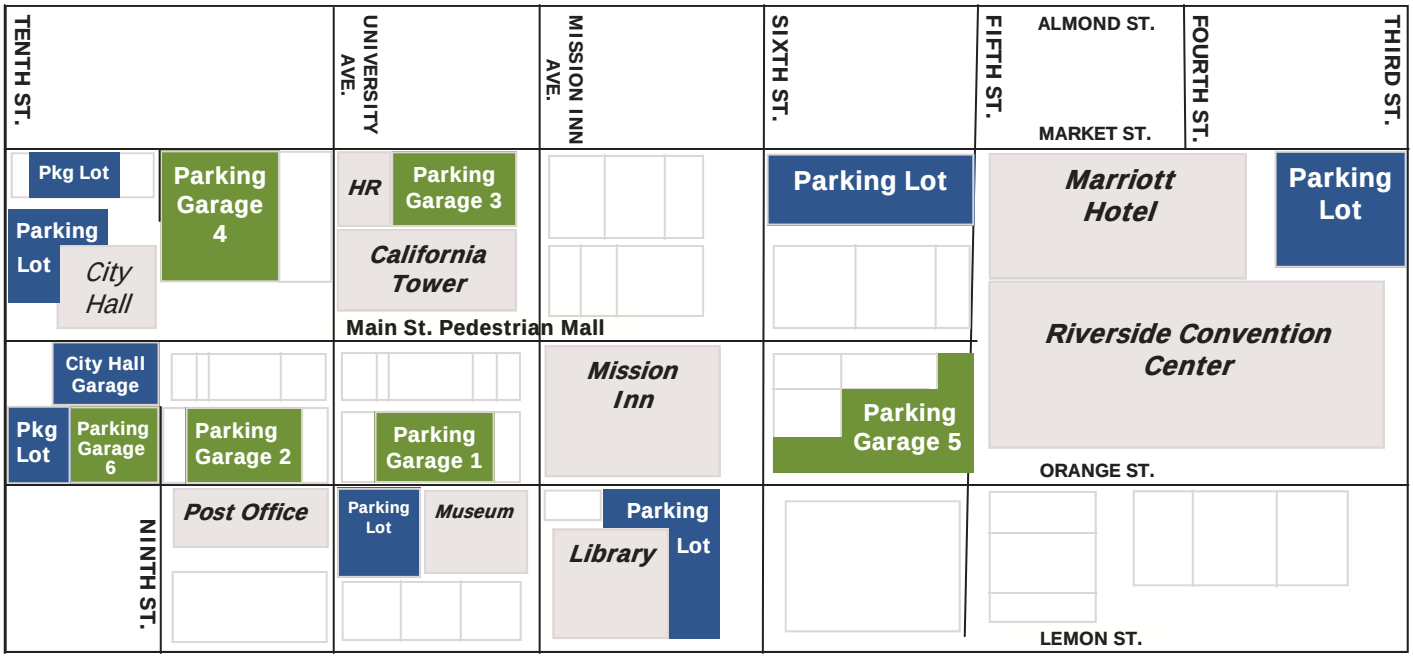
Locations:
Human Resources Department: 3780 Market St., Riverside 92501.
(On the corner of Market St. and University Ave.)

Note: *All venue and schedule information is subject to change. Please check the online calendar at* www.riversideca.gov/human/m3p *regularly for any updates.*

Parking Information

For training sessions conducted at the Human Resources Department, please refer to the map on the adjoining page for parking options, and also note the following:

- The M³P High Performance Learning Center will validate parking at **Garages 1, 2, and 6 only**. However, if you hold a disabled placard or disabled plates, you may also park with validation in Garage 3, which is directly above the Human Resources Department.
- Free parking is available at the corner of 3rd St. and Market St.
- On-street metered parking is limited to 1 hour in most locations.
- City employees working downtown near the Human Resources Department are encouraged to walk if possible.



NOTE: MAP IS NOT TO SCALE

Other Useful Information Continued

Course Exemptions

If you are a participant in a certificate program and believe that you may have previously completed a course that is similar to a core course required within your program, you may be eligible for a course exemption. If you wish to request such an exemption, please contact the M³P High Performance Learning Center at Ph: 951-826-5269 or E-mail: m3p@riversideca.gov for your request to be assessed.

Graduation

After the conclusion of each trimester, graduates will be presented with a commemorative certificate in honor of their achievement by their department head.

Important Note

Participation in any programs or courses offered by the M³P High Performance Learning Center **neither implies nor guarantees** a resulting increase in salary or wages... but it will aid greatly in the development of your skills and career!

New! Absence Policy

All certificate participants are required to read and acknowledge receipt of the absence policy. Please visit www.riversideca.gov/human/m3p for further information.

MULTIPLYING TALENT MOTIVATING EXCELLENCE MAXIMIZING POTENTIAL

M3P

HIGH PERFORMANCE LEARNING CENTER

EMPOWERING SUCCESS

Quick Reference Calendar*
2008 Winter Trimester
November 2008 - February 2009

November

MONTH 1

Sun	Mon	Tue	Wed	Thu	Fri	Sat
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28+	29
30						

December

MONTH 2

Sun	Mon	Tue	Wed	Thu	Fri	Sat
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

January

MONTH 3

Sun	Mon	Tue	Wed	Thu	Fri	Sat
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

February

MONTH 4

Sun	Mon	Tue	Wed	Thu	Fri	Sat
1	2	3	4	5	6	7
8	9	10^	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28

Legend

- SOAR
- SMART Level 2
- SOAR Technology
- Holidays

+ Does not apply to Refuse

^ Only for Refuse, Police Supv. & RPAA

* *This is a schedule overview of monthly allocated 'in class' certificate core courses, SPEC Interactive sessions, and SOAR Technology courses only. This schedule is subject to change. Please refer to www.riversideca.gov/human/m3p for a comprehensive, up-to-date online calendar, including additional core course sessions and 'stand alone' courses offered.*

Contact Details

Website: www.riversideca.gov/human/m3p
Address: 3780 Market St., Riverside 92501
E-mail: m3p@riversideca.gov
Phone: 951-826-5269
Fax: 951-826-2552

Fuel injected learning for **high performance** output!

CITY OF RIVERSIDE